



DOT Hearings Process Kaizen Event Report Out

“Positive Producers”

9/19/2011 – 9/23/2011

The Opportunity

Mark Lowe

The “Positive Producers” Team

Laura



Team Members

Laura

Team leader	Lisa Michaelson, DHS Susan Stocker, DNR
Facilitator	Mike Rohlf-IDED
Members	Brandie McCuen-Burgos, DOT Julie Pike, DOT Mary Pane, DOT Nancy Rasing, DOT Corey Lorenz, DOT Laura Barker, DIA Troy Strum, DOT Matt Lindholm, Gourley, Rehkemper & Lindholm PLC David Titcomb, DOT
OBSERVER	Dave Putz, DOT



Scope

Nancy

This event will address the appeals process from the time a sanction is contested until there is a final agency action.

Goals

Nancy

1. Reduce processing days by 75%
2. Reduce the amount of re-work by 50%



Objectives

Julie

1. Properly advise the appeal rights to the customer
2. Streamline the process for appeals
3. Create a standard process for handling appeal requests
4. Create a standard process for handling results
5. Identify the problems (i.e. Errors that are made) and improve the process
6. More even flow from the work queue's



Kaizen Methodology

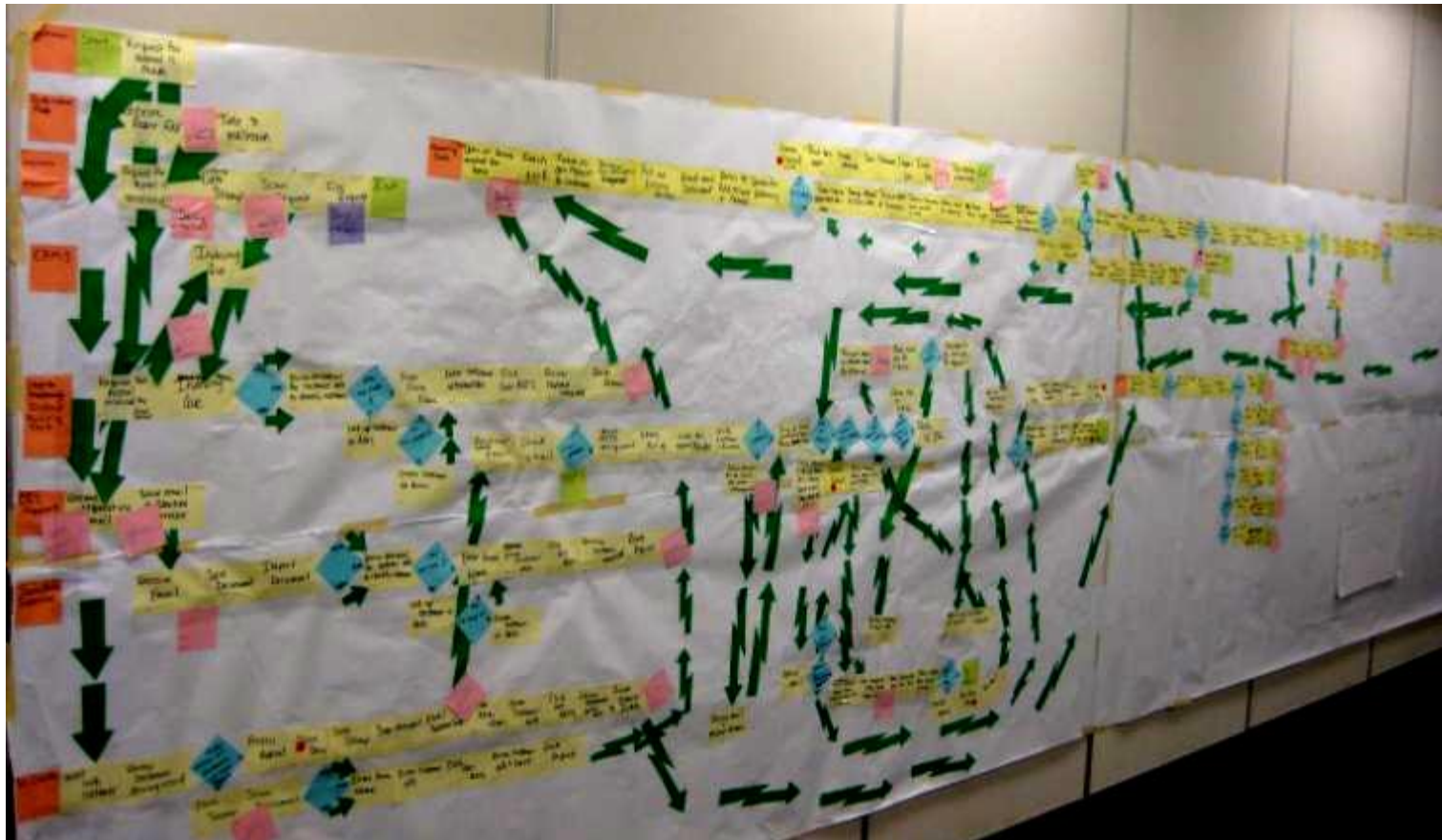
Susan Stocker

- Clear objectives
- Team process
- Tight focus on time
- Quick & simple
- Necessary resources immediately available
- Immediate results (new process designed by end of week)
- 5S “mindset”--use the steps to support the event activities
 - Sort, Set in order, Shine, Standardize, Sustain



Current Process

Brandie



LEAN

State of Iowa
Continuous Improvement

Results-Old Process

Brandie

Total Steps	170
Total Delays	36
Delays BC	33 days , 12 hours and 34 minutes
Delay WC	146 days
Value Added Steps	11
Decisions	36
Loop Backs	4
Total Handoffs	21
Lead Time - Hours	5.9 hours

LEAN

State of Iowa
Continuous Improvement

Brainstorming

Nancy

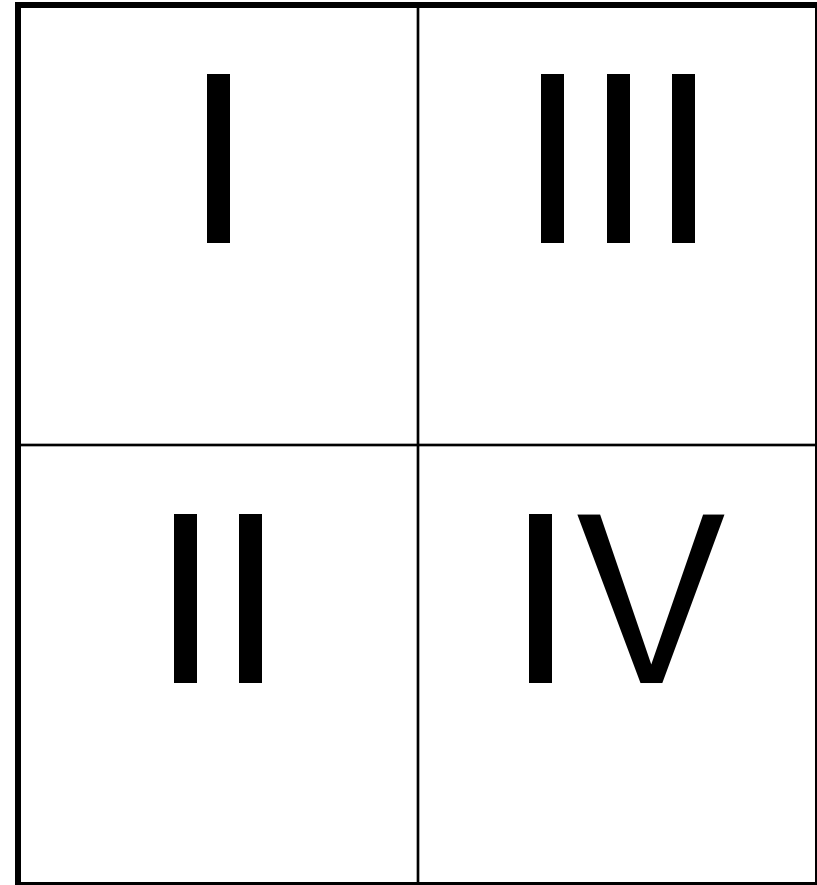
- Have system (ARTS) read driving record and determine level of Stay
- Peace Officer web service to pull officer from ARTS
- Web-have Customer/Attorney submit Appeal request online
- Have work queues worked at least 4 hours per day by at least two clerks

De-selection Process

Toni

- Identifies
 - Impact to customer
 - Difficulty implementing
- Helps to rate/rank solutions to resolve issues while identifying ease of implementation

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DIFFICULTY

Corey



Results-New Process

Corey

	Old Process Proc#1	New Process Proc#1	Percent of Change Proc#1
# TOTAL STEPS	170	77	-55%
# VALUE ADDED	11	8	
% VALUE ADDED (#VA/#Steps)	6%	10%	61%
# DELAYS	36	13	-64%
TOTAL DELAYS average process (DAYS)	34	20	-40%
TOTAL DELAYS worst case (DAYS)	146	100	-32%
LOOP BACKS	4	0	
HANDOFFS	21	14	-33%
DECISIONS	36	17	-53%
TOTAL LEAD TIME (HOURS)	6	2	-66%

Homework

Toni

Improvements/ Action Item	Implementation/Communication Plan	Person Responsible	Due Date
Streamline workflow	Empower sanction clerks determine work/que responsibilities	Nancy/Julie	10/19/2011
	Add missing dot net to allow to be created from ARTS	Brandie	12/23/2011
Automate	Have ARTS, ERMS, H.S. interactive so process becomes more streamlined for efficiency & money saving	Corey	12/23/2011
	Have denial created when decision is withdrawl	Brandie	11/23/2011
	HS send decision date to ARTS with mail grace so next level of appeal can determine if timely	Brandie/Troy/ Corey	11/23/2011
Denials	Have ARTS determine timely-necessary & create denial letter & cc attorney	Corey	12/23/2011
	Have denial created when decision is withdrawal	Corey	12/23/2011
	Have HS send decision date to ARTS with mail grace so next level of appeal can determine if timely	Brandie/Troy....C orey	
	What to do with errors	Corey/Brandie	12/23/2011
Web	Have customer/attorney submit appeal request online. Make cust/attorney select sanction & submit supporting docs	Corey	12/23/2011
	Have list for police officers to update information	Corey	12/23/2011
	Have list for attorney to update information	Corey	12/23/2011
	Allow ability to track appeal	Corey	12/23/2011



Team Member Experience

Laura Barker

Julie Pike

Comments

Lisa Michaelson

Mike Rohlf

**We welcome your
questions and comments!**

